

EUPAN Working Level Meeting

01-02 October 2026

Day 2



ÉIRE2026.EU
IRELAND2026.EU

Evidence-informed policy and services designed for and with our public



Design in Ireland For Better Public Services

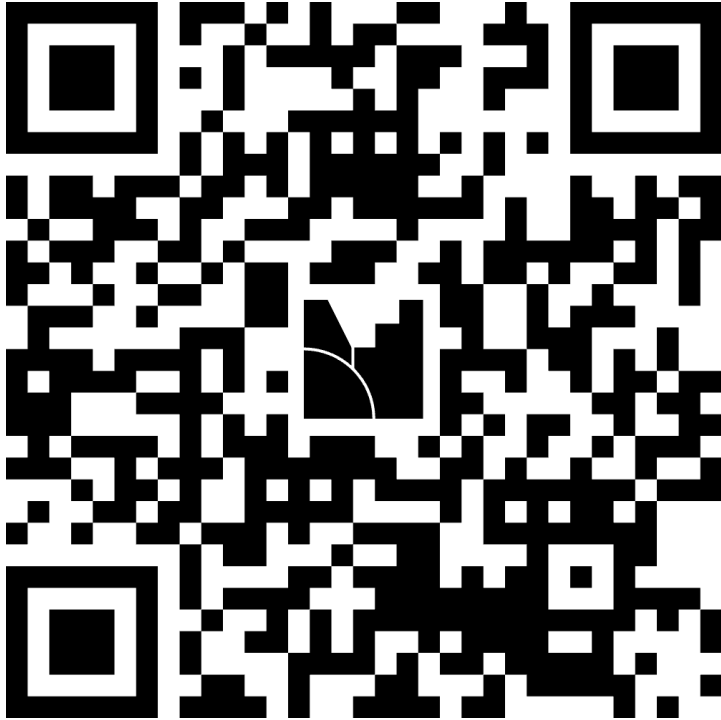
Commitment.
Culture.
Capability.



Rialtas na hÉireann
Government of Ireland



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IRELAND2026.EU



Over to you

Questions

How is design used in your country?

What initiatives have you taken to drive adoption of this approach within public administration or the public service?

How do you articulate and, or, measure the impact and value of embedding a design approach?

What have you learned?
What can you share?
What next?

Action Plan 2024-2025

Designing Better Public Services

Commitment

Investing in design as a priority, with central support, funding and expertise to embed across government.

Culture

Making design part of how the public service talks and works, through shared successes, challenges and community.

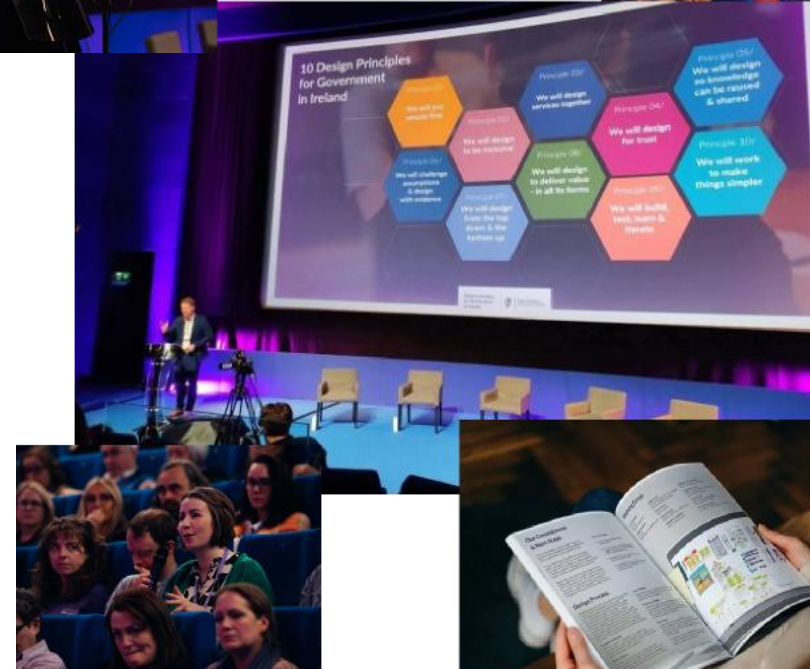
Capabilities

Giving public servants the skills, training and resources to use design in their own work.



10 Design Principles for Government in Ireland

- 1 Put people first
- 2 Design to be inclusive
- 3 Design together
- 4 Design for trust
- 5 Reuse & share knowledge
- 6 Challenge assumptions & design with evidence
- 7 Design from top down & the bottom up
- 8 Deliver value in all its forms
- 9 Build, test, learn & iterate
- 10 Work to make things simpler



2023 Action Plan

Designing Better Public Services In Numbers

15,000+

People reached through talks, webinars, keynotes and workshops

500+

Civil and public servants trained in applied design through hands-on workshops.

8

University bursaries awarded to civil and public servants for certificate, diploma and MSc study.

100+

Members of our Community of Practice, connecting designers working across the public service

3

Practice-based IPA programmes designed and running, from foundational to advanced practice

180+

Applications received for the first Design Specialist panel, recruiting designers into the civil service



The Irish Design Story is a European Story

In the 1960s, Ireland made its first national commitment to building design culture and capability by bringing Scandinavian design expertise to drive economic development.





Design Capabilities Across Government

40+

Case examples, gathered
from call-out for how design
is being used

20

Public bodies, from local
councils up to government
department

8

Sectors, spanning health,
justice, education, local
government and beyond

65%

In-house led projects by
teams, not bought in from
consultancies

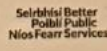
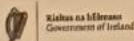
Better
By Design

Public Service
Design Conference
and Showcase

CULTURE
DIGITAL

SERVICES

COMMUNITY



Seirbhísí Beter
Poiblí Public
Níós Fearr Services

simon Dennehy

shivam Soni

Shivali Scully

Deputy/
Commissioner
Shawna Coxon

Shane Waring

Shane Bergin

Seóna Ní

Better
By Design

Stephen Con

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Shane Bergin

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simon Dennehy

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Sandra Quinn

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Sanjana Shashi

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Sarah Dell

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Sarah Glennie

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Sarah Heffernan

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Ola Mulready

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By Design

Owen Tigardfield

Better
By Design

D. Rachael
Singleton

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Rama Achanta

Better
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Rachel Treddle

Better
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Ray Pierce

Better
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Paula Lyons

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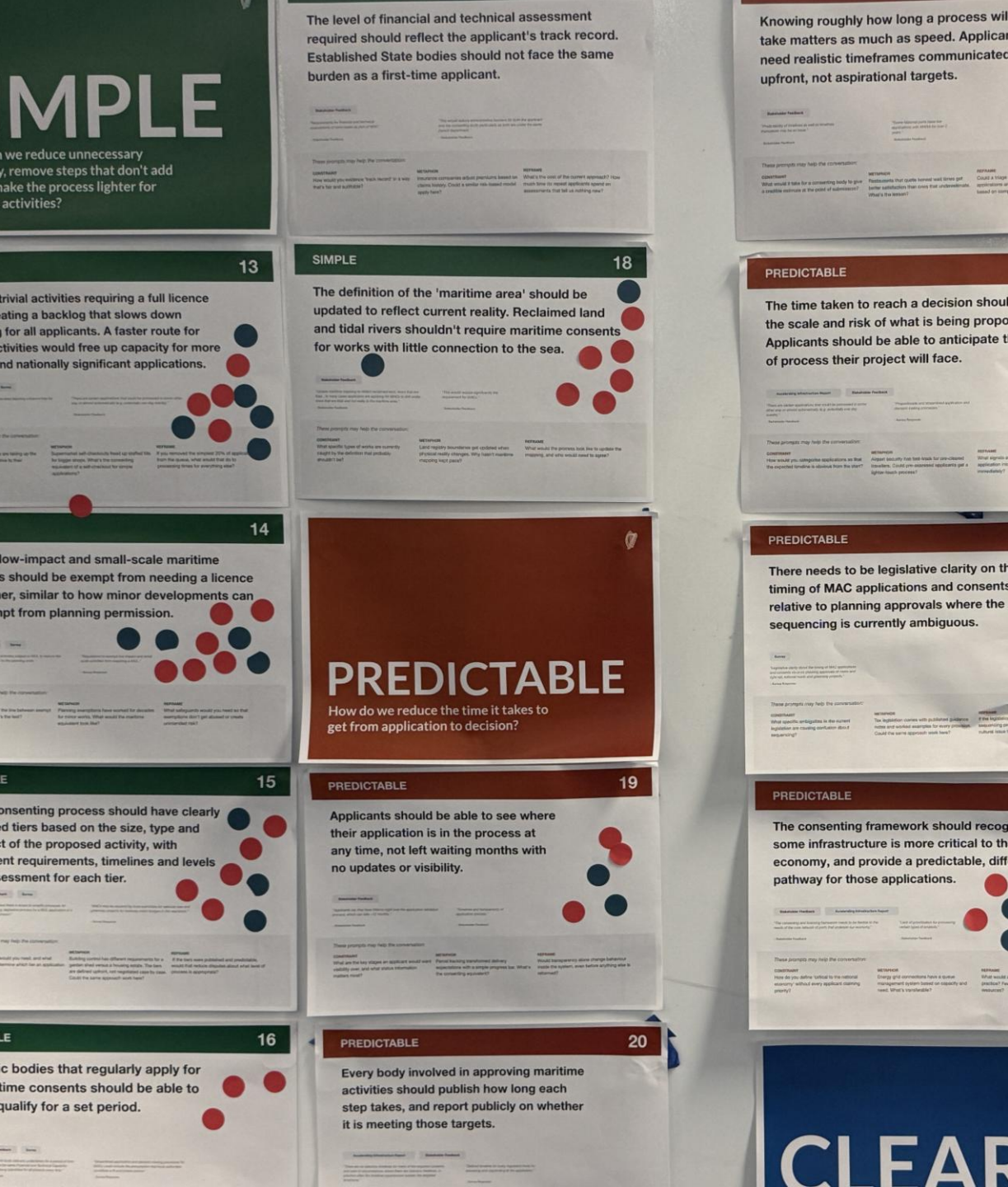
Better
By Design

Paula Lyons

600+ Attendees In-Person and Live Online







Principles in Practice

Maritime Consenting Work to make things simpler

Cross-Departmental Workshops

Workshops with departments and agencies showed where applications slow down.

Think End-to-End

Findings were mapped across the whole application process, from first enquiry to decision.

Prioritisation

Stakeholders agreed together which problems to tackle first.

Impact

Timelines for Marine Area Consents have been reduced by 30% for approved bodies.

Four Es Framework

The diagram below illustrates how the Four Es relate to the public value chain – and where design contributes at each stage.

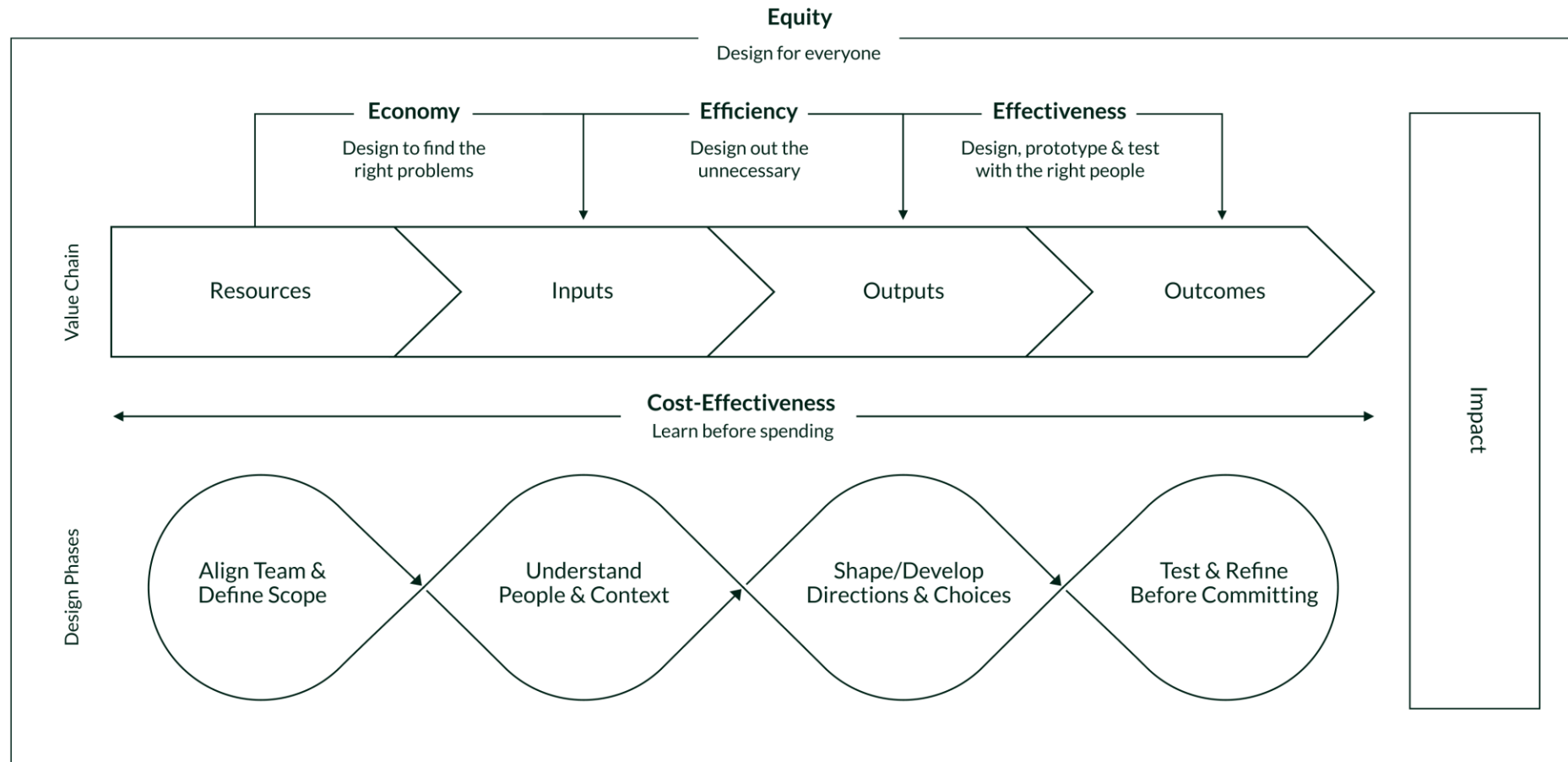


Fig 2. Design phases aligned with Moore's Public Value Chain and the Four Es framework

From Learning to Sharing Knowledge.

Ireland once looked to the the experts of Europe to help build its design capability. Today, we are beginning to share our experience and perspective with Europe and the World.



Rialtas na hÉireann
Government of Ireland



Worldbank

Sharing Ireland's approach to service design with digital leaders and World Bank client countries.



EU Commission / OECD TSI

National Lead on Measuring Citizen Satisfaction project supported by TSI



OECD Recommendation

Contributed to development of the 'Recommendation Human-Centred Public Administration'

EU Public Administration Network

“I have a greater appreciation of the need to delve beyond surface level issues to understand the real reasons why services are failing.”

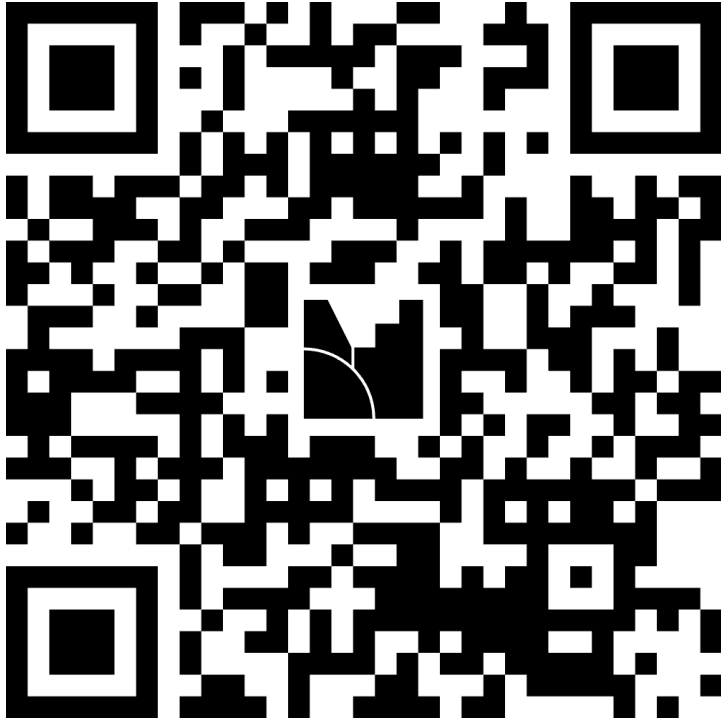
Alison Boland

Head of Digital Transformation Department of Housing



An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta
Department of Housing,
Local Government and Heritage





Over to you

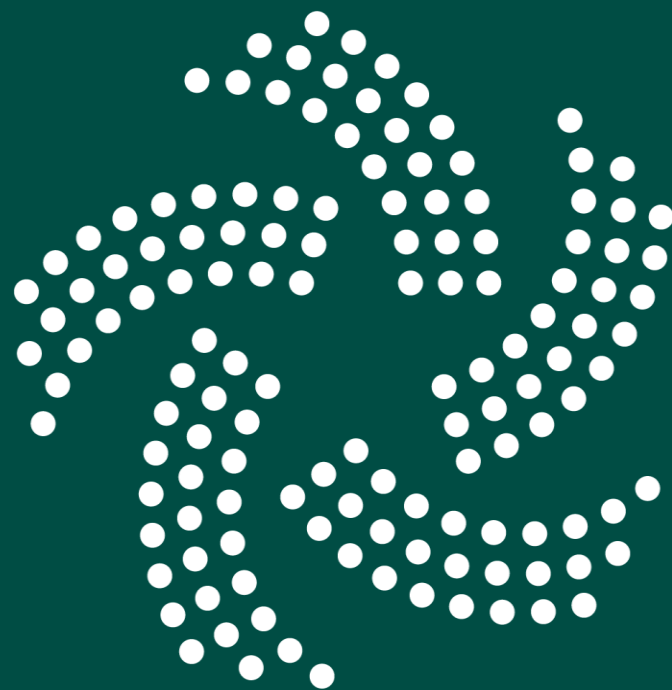
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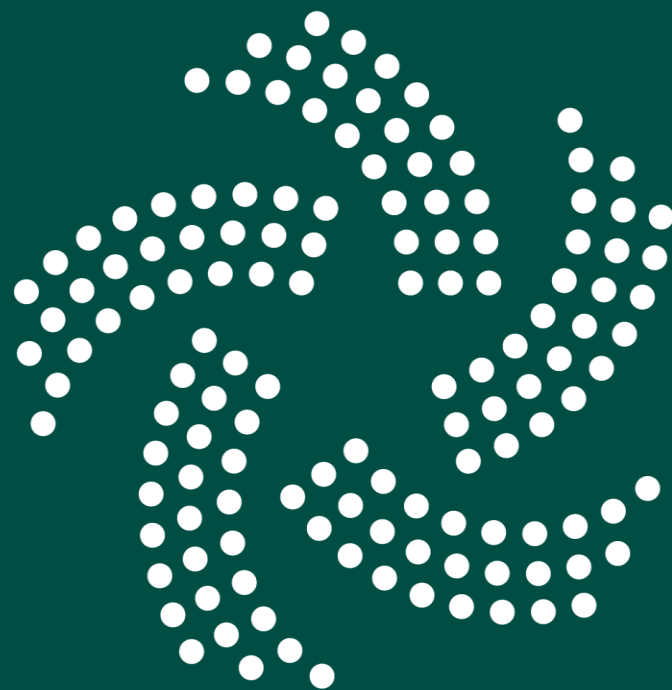


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Case Studies on Design in the Public Service:

Denmark:
Michael Elkjaer Pedersen



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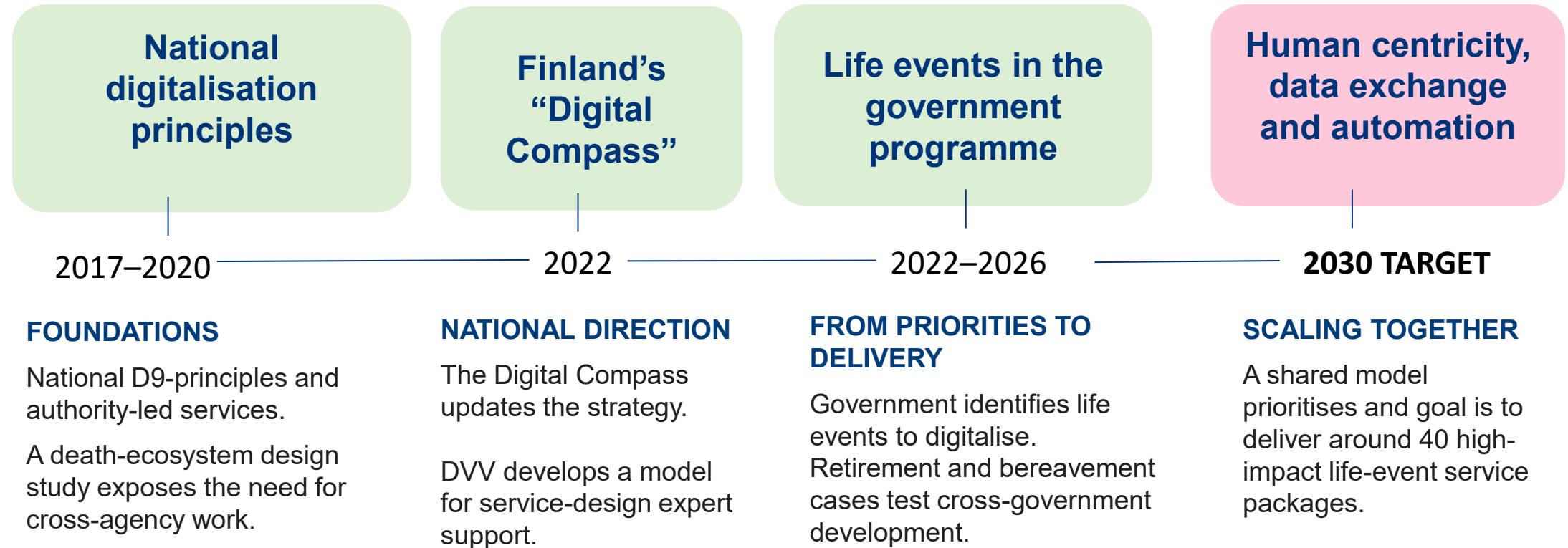


MINISTRY OF FINANCE
FINLAND

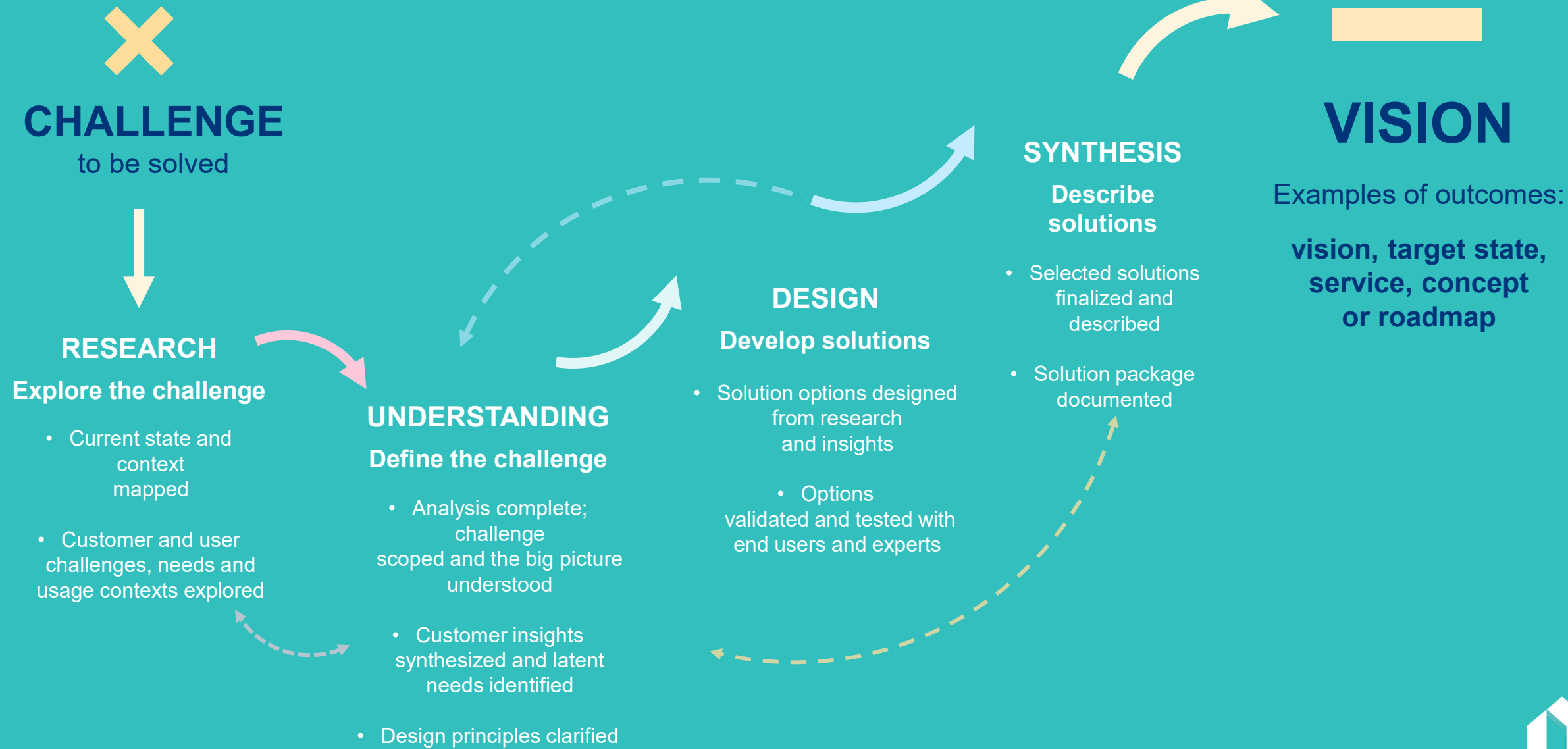
Service Design in Government, Finland: Digital and Population Data Services Agency

MS. IRA ALANKO, MINISTERIAL ADVISER
IRA.ALANKO@GOV.FI

How has the collaborative model developed?

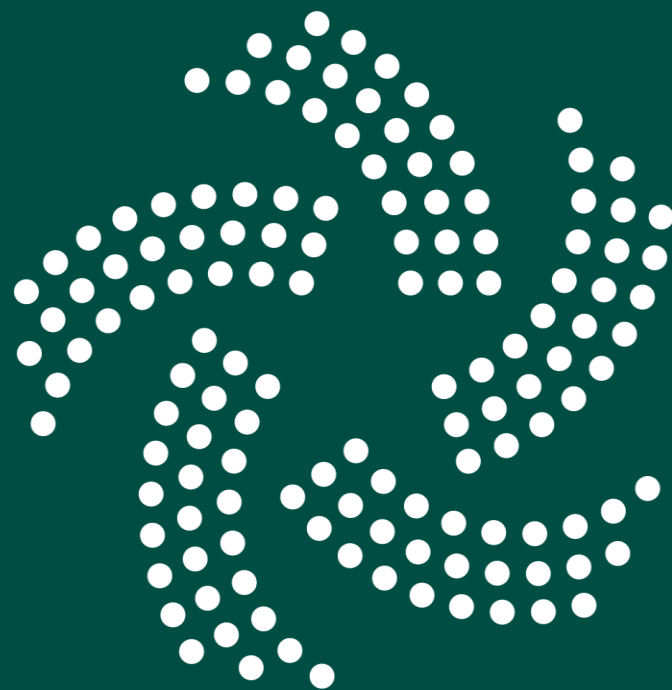


SERVICE DESIGN EXPERT SUPPORT IN FINLAND



THE CLIENT ACTIVELY CONTRIBUTES TO THE PROJECT AND DRIVES ITS PROGRESS INTERNALLY.
THE CLIENT ORGANISATION AND LEADERSHIP ARE COMMITTED TO CHANGE AND CUSTOMER-CENTRED DEVELOPMENT.





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Ministry of the Interior and
Kingdom Relations

The Netherlands approach to Design

EUPAN WL meeting, Dublin

Marilette van As

2 October 2026

Priority: Effective (responsive) government

New government – 6 priorities

Taskforce approach (at political and official level)

Goals:

- Simplification of rules and regulations
- Improved digital service delivery
- Efficient (and uniform) operational management of the public service
- Collaboration across (departmental) borders

WaU 'Working on Execution'



- 10 year program (2021-2031) -Ministry of the Interior
- Aimed to break persistent patterns in rules, policy, cooperation, and decision-making
- Collaboration between ministries, public service providers and all levels of government (the WaU-movement)

Fokke & Sukke

always make a solid project plan..

And the
Cultural
shift?

That is scheduled for
Thursday the 17th
at 3:30 pm



Annual "Simplification Act"

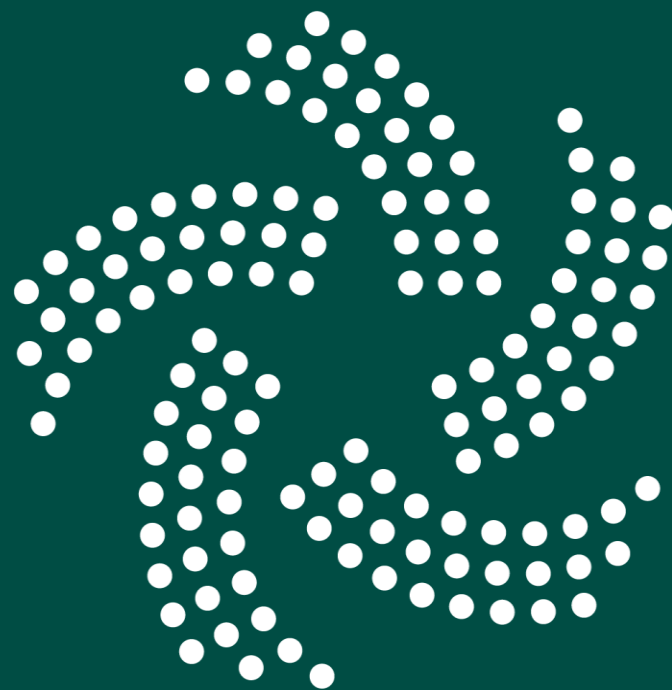
- First act expected in 2027. To simplify policy and regulations.
- cut or simplify at least 500 rules per year across all departments.

Decentralised Public Engagement Reinforcement Act (*Wet versterking participatie op decentraal niveau*)

- per 1 January 2025. This law requires municipalities, provinces, and water boards to maintain an active public engagement regulation.
- Brings 'Right to Challenge' into the Municipality Act: citizens now have a legal right to take over public tasks from the government if they can organise them more effectively or efficiently.

Modernisation of Electronic Administrative Traffic Act (*Wet modernisering elektronisch bestuurlijk verkeer, Wmebv*)

- *Per 1 January 2026. Secures digital and* procedural infrastructure for citizen engagement
- obliges authorities to provide an official digital channel for formal communications from citizens, making digital participation much more efficient.



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An Roinn Caiteachais Phoiblí Bonneagair
Athchóiriúcháin Seirbhíse Poiblí agus Digitiúcháin
Department of Public Expenditure Infrastructure
Public Service Reform and Digitalisation

Organisational Capability Reviews in Ireland

Building Organisational Capability to Drive Public Service Reform and Transformation

EUPAN Working Level Meeting

Maeve Brett, Head of the Organisational Capability Review Programme

2 October 2026

What is the Organisational Capability Review Programme?

01 GOVERNMENT PRIORITIES

Policy & delivery objectives

02 PUBLIC & CIVIL SERVICE REFORM

Reform agenda

03 ORGANISATIONAL CAPABILITY

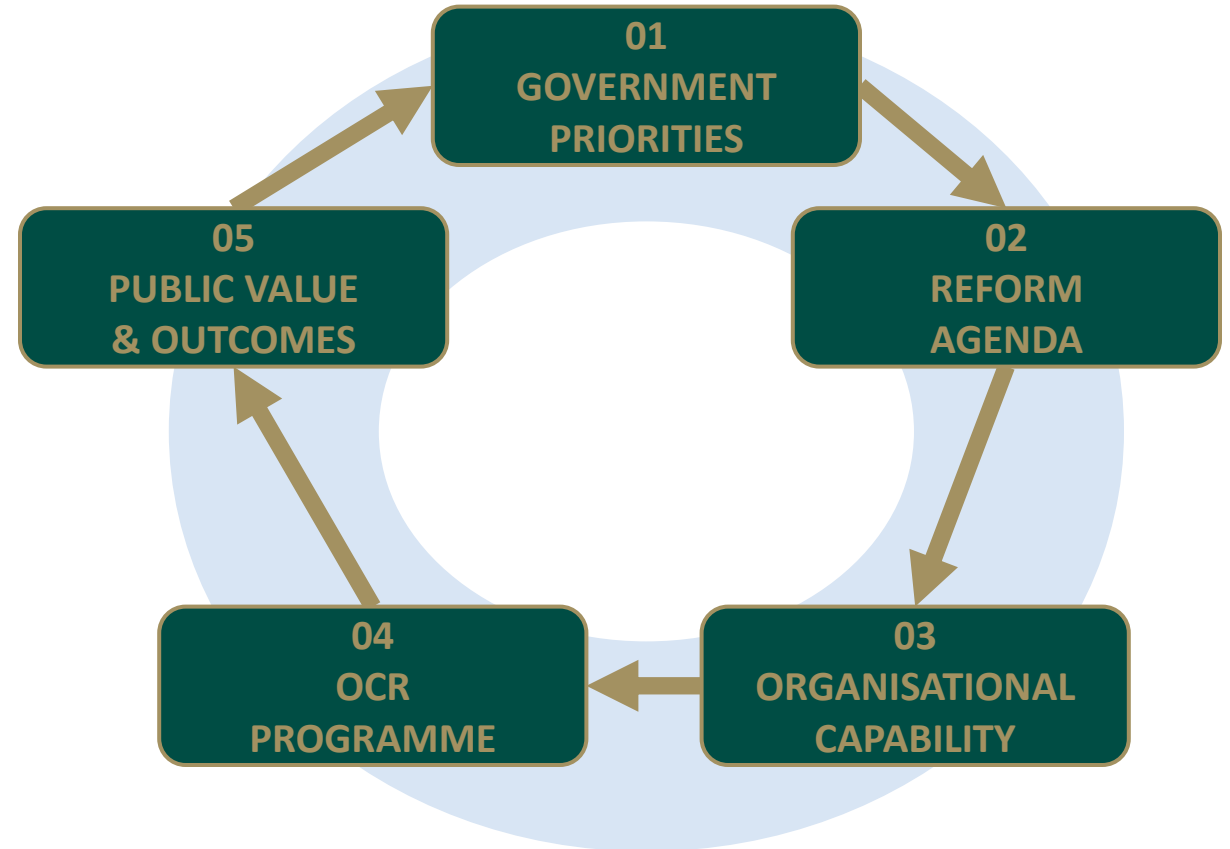
Leadership · Workforce · Delivery & Collaboration · Oversight & Governance

04 OCR PROGRAMME

Independent evidence-based review

05 ORGANISATIONAL IMPROVEMENT

Better services · Better outcomes for society



Why Organisational Capability Matters

Complex demands require stronger organisational capability

01 CONTEXT

- Digital transformation
- Climate action
- Demographic change
- Workforce challenges

02 CAPABILITY

- Leadership
- Governance
- Workforce
- Collaboration
- Innovation

03 IMPACT

- Better implementation
- Better services
- Better reform outcomes
- Public value

Strong reform ambition requires strong organisational capability

The Evolution of the OCR Programme

2023 · WHERE WE WERE

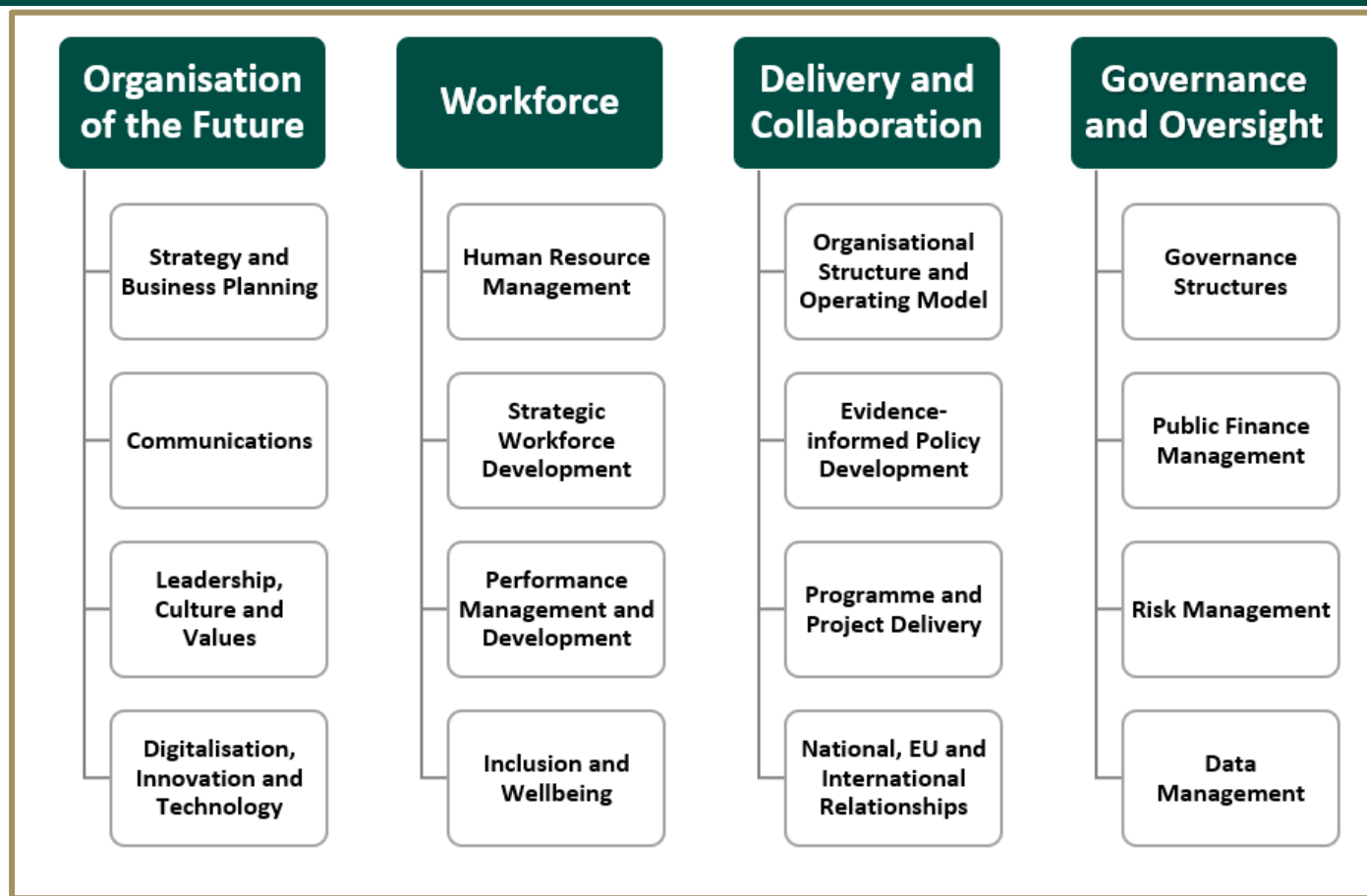
- Traditional framework
- Qualitative data
- Internal team
- Organisation-wide reviews
- 12 month review cycle

2026 · WHAT CHANGED

- Revised framework
- Quantitative & qualitative data
- Strengthened team
- Organisational & functional reviews
- 6 month review cycle
- Broader External Review Panel

LEARNING FROM PRACTICE → PROGRAMME REFORM

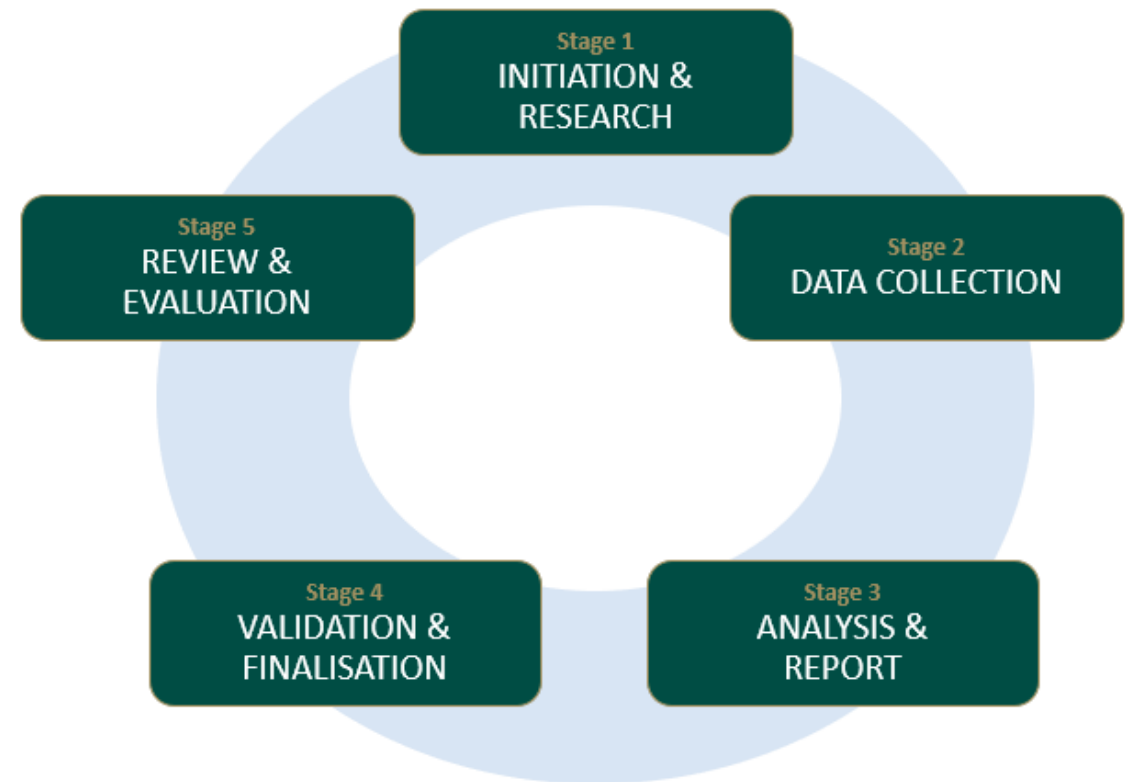
Revised OCR Programme Framework



The programme has been revised and modernised, reflecting greater alignment with public service transformation objectives and government delivery priorities

Revised OCR Programme Methodology

- Revised methodology - more agile, focused and evidence-based
- Blending quantitative and qualitative data
- Shorter timeframe to delivery - achieving 25% plus reduction
- Reports - shorter, more focused, appropriately challenging recommendations
- Stronger emphasis on implementation accountability
- Ongoing review and evaluation



ICT, Digital and Data – A Whole-of-Government Capability

- **Structured assessment of organisational capability maturity**
- **International best practice; aligned with national digital, data and transformation strategies**
- **Articulates current maturity and target 2030 maturity**
- **Twelve-week timeframe; blocks of three organisations of similar scale and complexity**
- **Supports evidence-based improvement planning & investment prioritisation**

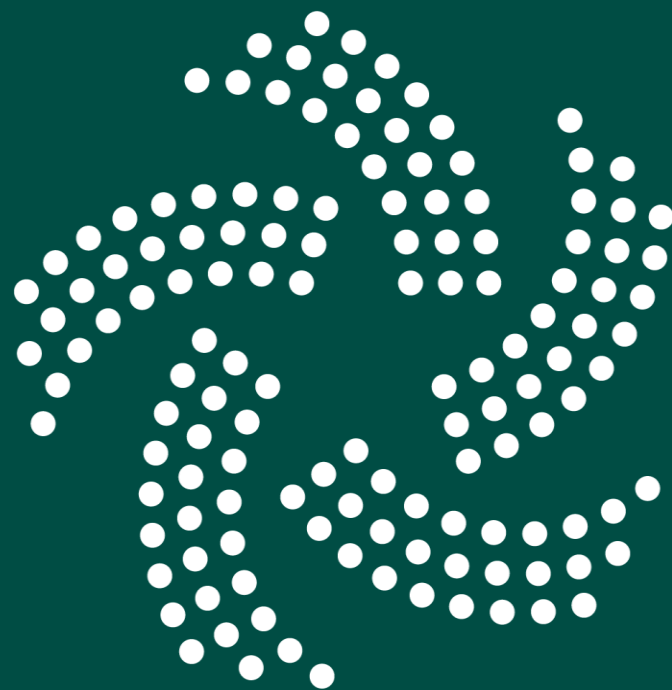
ICT, Digital and Data Capability Maturity Framework



OCR Programme Future Direction 2030

- **Evidence and analytics**
- **Cross-government learning**
- **Partnership and collaboration**
- **European and international links**
- **Development of methodologies for further discrete functions**
- **Annual evaluation and review**

Thank You



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ASSESSING AND ENHANCING ORGANISATIONAL CAPABILITIES FOR GOVERNMENT TRANSFORMATION

EUPAN Working Level
2 October 2026

Arnault Prêtet
Head of Digital Government, Innovation and Public Services Unit
OECD Public Governance Directorate



Governments are faced with a period of significant change that requires fast and deep transformation

- Fast advancing technologies, evolving needs of citizens and constrained fiscal resources put pressure on **government capacity to deliver on reforms.**
- Governments will need to **transform how they function and enhance their capabilities** to adapt, reform and deliver at the pace and scale required in a fast-changing world.
- Governments need to be **prepared, simpler, proactive and human-centered** to deliver for citizens, address long-term and complex policy challenges and regain trust.



OECD Reviews assess capabilities for transformation at the country and thematic levels in fast evolving times

OECD horizontal reviews

(Public Governance review, SIGMA assessment)

1. Develop an integrated **assessment of public governance systems**
2. **Help prioritise reforms** with the government;
3. Bring countries **closer to OECD standards**
4. Leverage **OECD networks and peers**

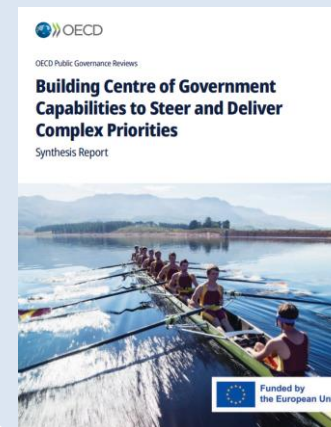
Public Governance Review of Ukraine



OECD thematic reviews

1. Focus on **cutting-edge and fundamental** areas
2. Assess and compare capabilities in the area (procurement, CoG, HRM, services, ...)
3. **Leverage OECD standards and data**
4. Look at **multiple layers and dimensions**: governance, competencies, leadership, ...

Thematic reviews





The foundations: the Reviews rely on robust analytical frameworks, benchmarks and evidence



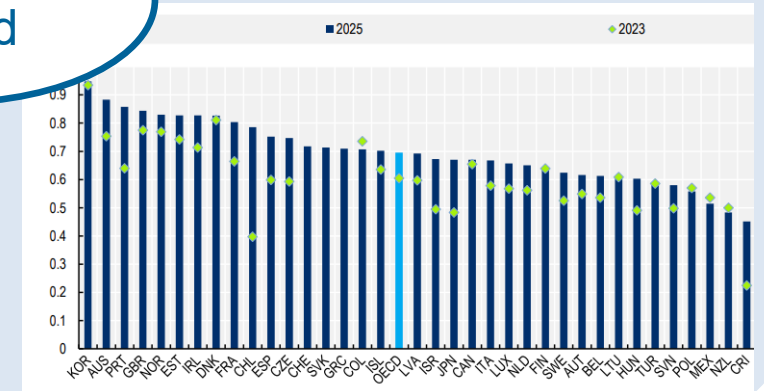
OECD Digital Government Index

Frameworks

Evidence-based

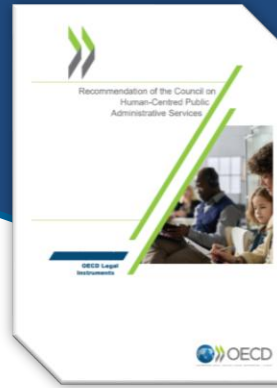
OECD standards and instruments

OECD data and indexes
National data



Benchmark
Case studies

Benchmark



Capabilities

Practical peer
learning / exchange
Development of tools
Training/capacity building

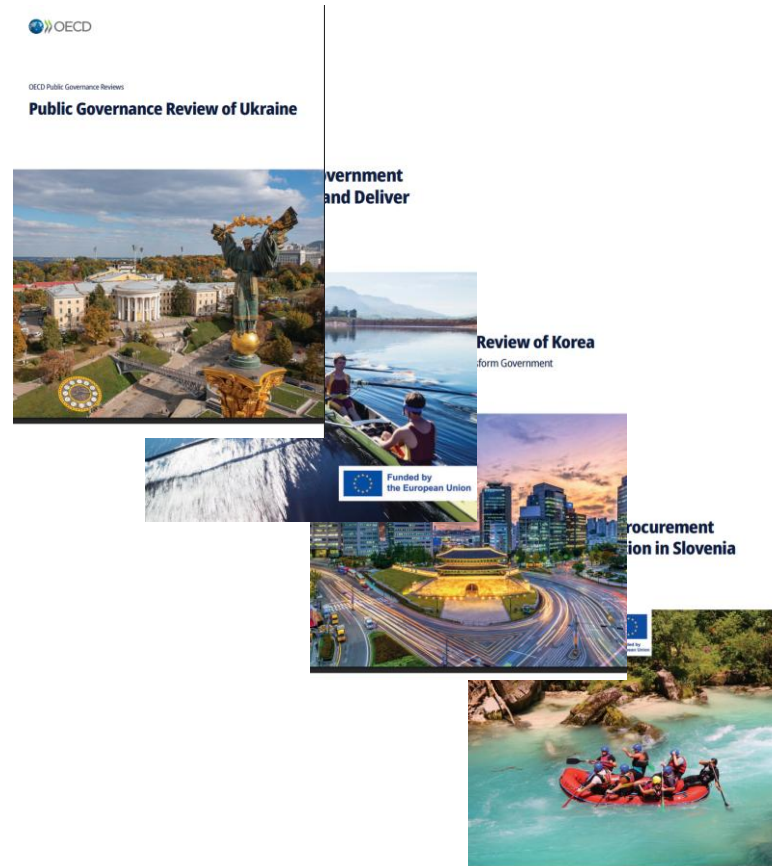


From Reviews to collective action

Evidence

- Global trends
- Outcomes
- Government priorities and plans
- User data and experience
- International and national data
- Indexes
- Benchmarking
- Evaluations
- Organisational learning
- ...

Reviews



Delivery

Roadmaps

Institutional architecture

Performance management

Skills and competencies

Data sharing and use

Human-centered public services

Digital and technological capacity



A number of cross-cutting capacities are increasingly needed by governments to accelerate transformation

1

The use of **AI and data**: harnessing data, digital and AI to anticipate, be proactive and deliver

2

Human centered and participatory approaches and tools to close the gap between governments and citizens

3

Delivery-driven: *how to move from (well-designed) reforms to implementation*

4

Evidence and data-based reviews can support and give a legitimacy to act

5

Strong collaboration and shared ownership **for collective delivery**

Experience sharing across public administrations at national and international level can help identify solutions and build the relevant capabilities

Break

11:00-11:30



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Heritage Visit Dublin Castle

11:30-12:10



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CAF Update 2026/2027: Human-Centric, Impact-Driven, Future- Ready

Tihana Puzić,
Head of European CAF Resource Centre



European CAF Resource Centre, EIPA

2026-09-30 12:06 UTC

Recorded by

Tihana Puzic

Organized by

Tihana Puzic

Upcoming Presidencies: Lithuania, Greece



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VIDAUS REIKALŲ
MINISTERIJA

Lithuania Hosting of EUPAN (H1 2027)

September 15, 2026



Public Sector Resilience and Antifragility in the Time of Crisis

How public administration can not only withstand crises, but also learn, adapt and become stronger after disruption.

01

● Antifragility of public administration institutions

Capacity of institutions and public governance systems to learn from crises, adapt and become stronger after disruption.

02

● Civil service resilience

Capacity to maintain performance, ensure flexibility, support civil servants and preserve critical administrative capacity during and after crises.

FOCUS

From crisis response to institutional learning

A practical discussion on stronger, more adaptive and more resilient public administration.

SCHEDULE

EUPAN meetings in Vilnius

Two key meetings, both hosted in Vilnius.



MARCH 2027

17–18



Working Level Meeting

Vilnius

MAY 2027

26–27



DG Level Meeting

Vilnius



VIDAUS REIKALŲ
MINISTERIJA

Thank you





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EUPAN Matters



Farewell and close

Róisín Walsh, Head of Workforce
Capability and Inclusion

*Public Service Transformation
Division, Department of Public
Expenditure, Infrastructure, Public
Service Reform and Digitalisation*

Next Steps for Ireland's EUPAN Presidency





Next Steps

- Report of the Working Level Meeting
- Institute of Public Administration to develop the survey report on whole of government working
- E- News edition
- Director General level Meeting 02-03 December

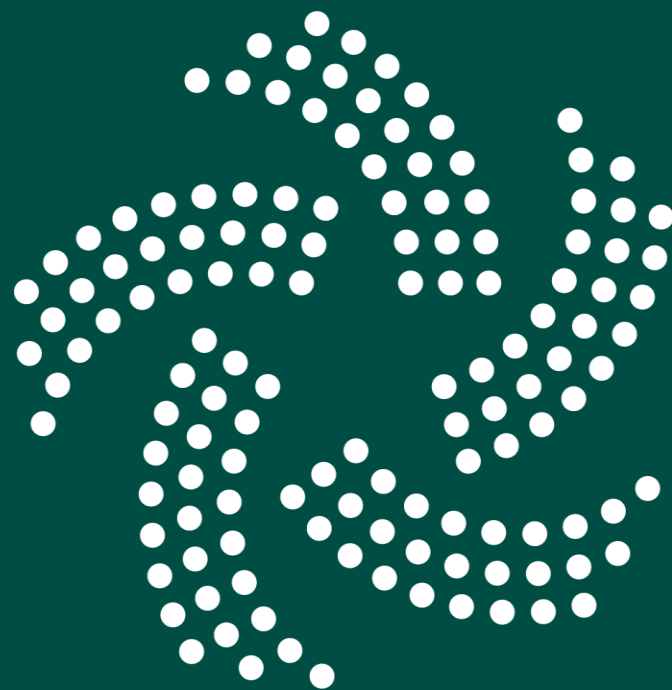
Slán go fóill! Goodbye for now!



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‘If you have the words, there is always a chance you will find the way’

– Seamus Heaney, poet, playwright, translator.



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